Financial Statements

Livingston County Community Mental Health Authority

Howell, Michigan

September 30, 2004



Michigan Deptartment of Treasury
496 (2-04)

Auditing Procedures Report

Local Governme	nt Type] Town:	ship []∨illage	✓Other	Local Government Livingston (_{Name} County Communi	tv Mental He	alth	County Living :	eton
Audit Date 9/30/04			Opinion I 11/30	Date	D	ate Accountant Report Su		aitii	Living	ston
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INDEPENDENT AUDITOR'S REPORT

Livingston County Community Mental Health Authority Howell, Michigan

We have audited the accompanying financial statements of the governmental activities and each major fund of the Livingston County Community Mental Health Authority (the Authority), as of and for the year ended September 30, 2004, which collectively comprise the Authority's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the Authority as of September 30, 2004, and the respective changes in financial position, for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued a report dated November 30, 2004 on our consideration of the Authority's internal control over financial reporting and our test of its compliance with certain provisions of laws, regulations, contracts and grants. This report is an integral part of an audit performed in accordance with Government Auditing Standards and should be read in conjunction with this report in considering the results of our audit.

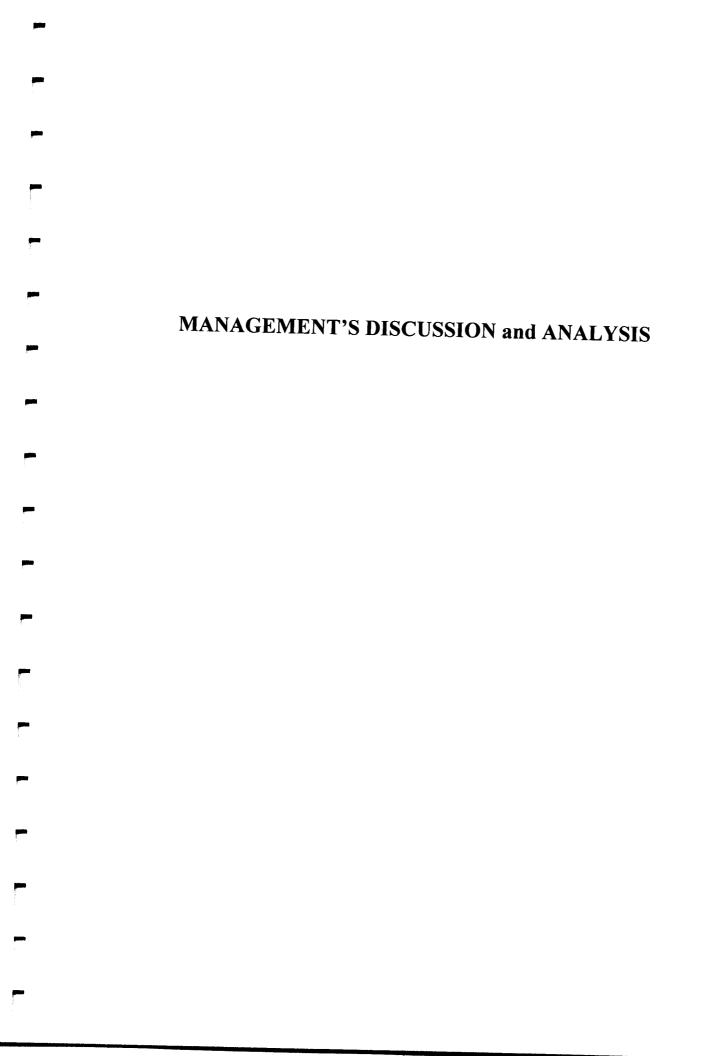
The Management's Discussion and Analysis on pages I-III, and budgetary comparison information on page 21-23, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Authority's basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations,* and the other supplemental financial information listed in the table of contents, is presented for purposes of additional analysis and is not a required part of the basic financial statements of the Authority. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Roslund, Prestage & Company, P.C.

Certified Public Accountants

November 30, 2004



Livingston County Community Mental Health Authority Financial Statements for Fiscal Year Ended September 30, 2004 Management's Discussion and Analysis

The management of Livingston County Community Mental Health Authority (LCCMHA) presents the following overview and analysis of financial activities during the past fiscal year. LCCMHA was created as a Mental Health Authority effective October 1, 1998.

Overview of Financial Statements

Two types of financial statements are provided: government-wide Statements and Fund Statements.

The government-wide financial statements are designed to provide readers with a broad overview of the organization's finances in a manner similar to a private sector business.

The Statement of Net Assets presents information on all of LCCMHA's assets and liabilities with the difference between assets and liabilities being reported as net assets. Changes in net assets serve as a useful indicator in determining whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how net assets changed during the fiscal year. Reporting of activities is on an accrual basis meaning that the change in net assets is reported as soon as the underlying event giving rise to the change occurs regardless of the timing of the related movement of cash.

The fund financial statements report groupings of related accounts that are used to maintain control over resources that have been segregated for specific activities or objectives. LCCMHA, as a governmental authority, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. LCCMHA funds include the General Fund and the Children's Pooled Funding Initiative fund. Both of these funds are considered "Governmental Funds".

Governmental funds have a narrower focus than that of the government-wide financial statements in that its focus is on the short-term movement of spendable resources and on the balances of spendable resources available at the end of the fiscal year.

Livingston County Community Mental Health Authority Financial Statements for Fiscal Year Ended September 30, 2004 Management's Discussion and Analysis

Comparison with Prior Year

Fiscal Year 2003 revenues and expenses compared to Fiscal Year 2004 follows:

	2003	2004	\$ Change	% Change
General Fund			ФСпандс	76 Change
Revenues	\$16,229,050	\$16,155,134	\$(73,916)	-0.5%
Expenses	15,936,217	15,818,694	(117,523)	-0.3%
Children's Pooled Funding Initiative Fund				
Revenues	171,031	166,276	\$(4,755)	-2.8%
Expenses	314,653	291,333	\$(23,320)	-7.4%

Strength of Financial Position

Changes in financial position which help ensure the agency's future ability to provide services are:

	Balance at 10-1-2003	Increase (Decrease)	Balance at 9-30-04
General Fund Balance			
Restricted	\$316,250	\$(180,359)	\$135,891
Unrestricted	1,793,270	233,944	2,027,214
Children's Pooled Funding Initiative Fund Balance			
Restricted	556,122	\$(4,246)	551,876
Totals	\$2,665,642	\$49,339	\$2,714,981

The general fund unrestricted fund balance increased 13% while restricted fund balance decreased 57%. The majority of this substantial decrease in restricted fund balance is because \$164,112 of Risk Management funds was transferred to the Michigan Department of Community Health and Washtenaw County Mental Health Authority during the 2004 fiscal year.

Livingston County Community Mental Health Authority Financial Statements for Fiscal Year Ended September 30, 2004 Management's Discussion and Analysis

About Fiscal Year 2004

Fiscal Year 2004 saw great strides in the elimination of administrative redundancies by the four-county affiliation that officially began on October 1, 2002. The four-county affiliation, called the CMH Partnership of Southeastern Michigan, consists of Lenawee, Livingston, Monroe, and Washtenaw counties. While LCCMHA receives Medicaid dollars through a Prepaid Inpatient Health Plan (PIHP) configuration, General Fund operations remain unchanged.

The four-county affiliation is in the process of implementing a state of the art web-based electronic record; encounter and electronic billing, along with other centralized computer functions. Once implemented by all four counties the affiliation will be able to respond rapidly and consistently to changes to the electronic record, as well as, reporting and other regulatory changes. The eventual goal is for the affiliation to eliminate the need for a paper record, and have all providers' record and document service encounters utilizing the system.

Over the past year LCCMHA has been reviewing the programs it operates directly or by contract to determine if they present the best value for the delivery of essential services. The unit cost of each program has been compared to the cost of our affiliate members' programs as well as statewide cost. Many factors, along with the unit cost, were considered in the review so that each program value could be best determined. If a program appeared to be an outlier, a more in depth review was undertaken. This process will eventually produce a recommendation that is thorough and results in an orderly process of shifting services, if deemed necessary, to the method that produces the best outcomes for the service provided.

About the Future

The State of Michigan is still projecting a budget shortfall both in Fiscal Year 2005 and 2006. In addition, Medicaid and General Fund funding streams are being scrutinized and revised at this time. It is currently unknown how further cuts and these funding stream revisions will affect LCCMHA. Therefore, we continue to operate very modestly. Client services are of the utmost priority as we continue to look for ways to decrease expenditures. The Community Mental Health system, with its roots in the community it serves, is uniquely qualified to provide effective services to the people in its community. With the affiliation structure currently in place, and with the continuous process of improvement, each CMHSP within our affiliation has strengthened its ability to provide effective cost competitive service that meets the regulatory requirements.

BASIC FINANCIAL STATEMENTS -GOVERNMENT WIDE FINANCIAL STATEMENTS

Livingston County Community Mental Health Authority Statement of Net Assets September 30, 2004 and 2003

-	Governmen	tal Activities
Assets	2004	2003
Current assets		
Cash and cash equivalents	** ***	
Accounts receivable, net	\$3,054,920	\$4,309,401
Due from other governmental units	22,086	6,397
Prepaid items	1,291,886	484,674
1	135,891	146,554
Total current assets	4,504,783	4,947,026
Noncurrent assets		
Capital assets - depreciable, net	1,137,465	1,142,799
Total assets	5,642,248	6,089,825
Liabilities		
Current liabilities		
Accounts payable		
Deferred revenue	639,828	819,403
Due to other governmental units	336,572	214,612
Accrued wages and other payroll liabilities	678,975	1,034,033
Current portion of long term debt	134,427	213,336
the person of long term deat	10,318	6,708
Total current liabilities	1,800,120	2,288,092
Noncurrent liabilities		2,200,092
Notes payable		
Compensated absences	22,249	18,994
compensated absences	160,112	169,414
Total noncurrent liabilities	182,361	188,408
Total liabilities	1,982,481	2,476,500
Net Assets	-	
Invested in capital assets, net of related debt	1 104 000	1 115 00-
Restricted for grant	1,104,898	1,117,097
Restricted for risk management	551,876	556,122
Unrestricted	2 002 002	169,696
		1,770,410
Total net assets	\$3,659,767	\$2.612.22 <i>5</i>
	Ψ3,039,707	\$3,613,325

Livingston County Community Mental Health Authority Statement of Activities For the year ended September 30, 2004 and 2003

	2003	(\$54,078)	10	81,996	27.918	3,585,407	'	\$3,613,325
	Net (Expense) Revenue and Changes Net Assets	(\$11,190)	19019	61,941	50,751	3,613,325	(4,309)	\$3,659,767
Program Revenues	Operating Grants and Contributions	\$5,289,995					·	u
Program	Charges for Services	\$10,969,474						
	Expenses	\$16,270,659						
	Functions	Governmental activities Health & Welfare - Mental Health	General revenues Unrestricted investment earnings	Total general revenues and contributions	Change in net assets	Net assets - beginning of year	Prior period adjustment	Net assets - end of year

FUND FINANCIAL STATEMENTS

Livingston County Community Mental Health Authority
Balance Sheet
Governmental Funds
September 30, 2004 and 2003

MAJOR FUNDS

1 2003	Š	\$4,947,026	\$819,403 214,612 1,034,033 213,336	2,281,384	556,122 146,554 169,696 1,793,270	2,665,642	\$4.947.026
Total Governmental Funds	\$3,054,920 22,086 1,291,886 135,891	\$4,504,783	\$639,828 336,572 678,975 134,427	1,789,802	551,876 135,891 - 2,027,214	2,714,981	\$4,504,783
Children's Pooled Funding Initiative	\$560,135 2,000	\$562,135	\$9,825	10,259	551,876	551,876	\$562,135
General Fund	\$2,494,785 20,086 1,291,886 135,891	\$3,942,648	\$630,003 336,572 678,975 133,993	1,779,543	135,891	2,163,105	\$3,942,648
Assets	Cash and cash equivalents Accounts receivable, net Due from other governmental units Prepaid items	Total assets Liabilities	Accounts payable Deferred revenue Due to other governmental units Accrued wages and other payroll liabilities	Total liabilities	Fund balances Restricted for grant Reserved for prepaid items Restricted for risk management Unreserved	Total fund balances	Total liabilities and fund balances

See Accompanying Notes To Financial Statements

Livingston County Community Mental Health Authority Reconciliation of Fund Balances on the Balance Sheet for Governmental Funds To Net Assets of Governmental Activities on the Statement of Net Assets For the year ended September 30, 2004

Total fund balance - governmental funds

\$2,714,981

Amounts reported for governmental activities in the statement of net assets are different because:

Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.

Add: capital assets Deduct: accumulated depreciation

(625,385)

1,762,850

Some liabilities are not due and payable in the current period and

therefore are not reported in the funds. Those liabilities consist of:

Deduct: Note payable

Deduct: Compensated absences

Net assets of governmental activities

\$3,659,767

(32,567) (160,112)

Livingston County Community Mental Health Authority Statement of Revenues, Expenditures and Changes in Fund Balances Governmental Funds

For the year ended September 30, 2004 and 2003

MAJOR FUNDS

2003	\$3,731,513 86,257 3,817,770	718,632	600,468	10,500,632 131,040 504,498 11,136,170	98,1996	574 44,471 45,045	16,400,081
Total Governmental Funds	\$3,837,822 115,211 3,953,033	687,833	600,468	10,277,099 163,362 529,013 10,969,474	61,941 1,626 63,567	316 46,719 47,035	16,321,410
Children's Pooled Funding Initiative		1	1	\$158,000	8,276		166,276
General	\$3,837,822 115,211 3,953,033	687,833	600,468	10,277,099 163,362 371,013 10,811,474	53,665 1,626 55,291	316 46,719 47,035	16,155,134
	REVENUES State grants MDCH - General fund contract Other state grants Total state grants	Federal grants	County appropriations	Charges for services Medicaid - Washtenaw CMH Medicaid - other Other charges for services Total charges for services	Interest and rents Interest Rents Total interest and rents	Other revenue Contributions Miscellaneous Total other revenue	Total revenues

See Accompanying Notes To Financial Statements

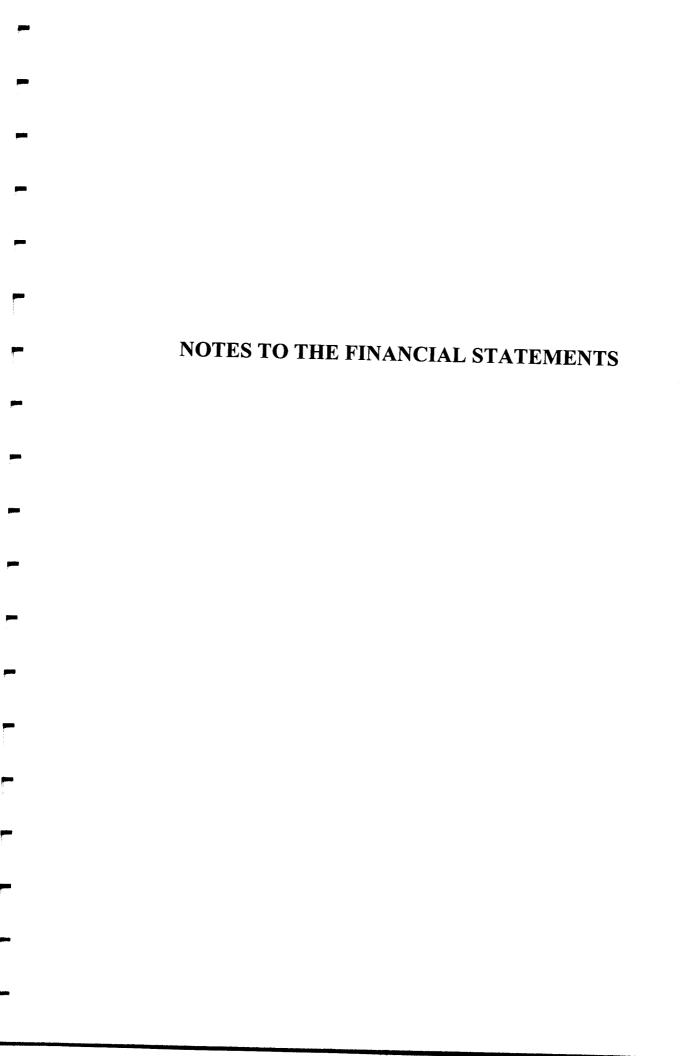
Livingston County Community Mental Health Authority Statement of Revenues, Expenditures and Changes in Fund Balances Governmental Funds

For the year ended September 30, 2004 and 2003

MAJOR FUNDS

Livingston County Community Mental Health Authority Reconciliation of the Statement of Revenues, Expenditures And Changes in Fund Balances of Governmental Funds To the Statement of Activities For the year ended September 30, 2004

Net change in fund balances - total governmental funds	\$53.648
Amounts reported for governmental activities in the statement of activities are different because:	
Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense. Add: capital outlay Deduct: depreciation expense	114,880
Fixed assets acquired by long town 1	(120,214)
source in the governmental funds. The other financing source must be removed from the statement of activities; principal payments are applied	
to the lease hability; interest expense is recognized as it accrues.	(15,887)
Payment of principal on long-term debt is an expenditure in the governmental funds, but not in the statement of activities (where it reduces long-term debt).	9,022
Some expenses reported in the statement of activities do not require the use of current financial resources and therefore are not reported as expenditures in the funds.	
Add: decrease in accrual for compensated absences	9,302
Change in net assets of governmental activities	\$50,751



NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Livingston County Community Mental Health Authority (the Authority) conform to accounting principles generally accepted in the United States of America as applicable to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The following is a summary of the significant accounting policies used by the Authority.

In June of 1999, the GASB issued Statement No. 34, Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments. The significant changes included in Statement No. 34 include the following:

- A Management's Discussion and Analysis (MD&A) section providing an analysis of the Authority's overall financial position and results of operations.
- Financial statements prepared using full accrual accounting for all of the Authority's activities
- A change in the fund financial statements to focus on major funds.

These and other changes are reflected in the accompanying financial statements (including the notes to the financial statements). The Authority has implemented the provisions of Statement No. 34 effective October 1, 2002.

Reporting Entity

The Authority operates as a Community Mental Health Authority under the provisions of Act 258 - Public Acts of 1974, as amended. The Authority provides funding for services in the areas of mental illness, developmental disabilities, and other related mental health needs for residents of Livingston County.

The accompanying financial statements have been prepared in accordance with criteria established by the Governmental Accounting Standards Board for determining the various governmental organizations to be included in the reporting entity. These criteria include significant operational financial relationships that determine which of the governmental organizations are a part of the Authority's reporting entity, and which organizations are legally separate, component units of the Authority. Based on the application of the criteria, the Authority does not contain any component units.

Government-Wide and Fund Financial Statements

The government-wide financial statements (i.e. the statement of net assets and the statement of activities) report information on all of the non-fiduciary activities of the Authority. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which the direct expenses of a function are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function. Program revenues include charges to consumers who purchase, use or directly benefit from services provided by a given function. Program revenues also include grants and contributions that are restricted to meeting the operational or capital requirements of a particular function. Other items not properly included among program revenues are reported instead as general revenues. Resources that are dedicated internally are reported as general revenues rather than as program revenues.

Net assets are restricted when constraints placed on them are either externally imposed or are imposed by constitutional provisions or enabling legislation. Internally imposed designations of resources are not presented as restricted net assets. When both restricted and unrestricted resources are available for use, generally it is the Authority's policy to use restricted resources first, then unrestricted resources as they are needed.

Separate financial statements are provided for governmental funds and proprietary funds. Major individual governmental funds are reported as separate columns in the fund financial statements.

Measurement Focus, Basis of Accounting and Basis of Presentation

Government-Wide Financial Statements – The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental Fund Financial Statements - The governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Authority considers revenues to be available if they are collected within 60 days of the end of the current fiscal year end. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

Modifications to the accrual basis of accounting include:

- Employees' vested annual leave is recorded as expenditures when utilized. The amount of accumulated annual leave unpaid at September 30, 2004, has been reported only in the government-wide financial statements.
- Interest on general long-term obligations is recognized when paid.
- Debt service expenditures and claims and judgments are recorded only when payment is due.

The Authority reports the following major governmental funds:

General Fund - This fund is the Authority's primary operating fund. It accounts for all financial resources of the Authority, except those required to be accounted for in other funds.

Children's Pooled Funding Initiative Fund - This fund accounts for the financial activities of the child and family collaborative funding arrangement providing wraparound services to the residents of Livingston County.

Comparative Data

Comparative total data for the prior year has been presented in order to provide an understanding of the changes in financial position and operations. Also, certain amounts presented in the prior year may have been reclassified in order to be consistent with the current year's presentation.

Budgetary Data

Budgets are adopted by the Authority for all governmental funds. The budget is adopted and prepared on the modified accrual basis of accounting. The budget is also adopted at the function level. The budgeted revenues and expenditures for governmental fund types, as presented in this report, include any authorized amendments to the original budget as adopted.

Cash and Cash Equivalents

The Authority's cash and cash equivalents are considered to be cash on hand, money market funds, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition.

Michigan Compiled Laws, Section 129.91, authorizes the Authority to deposit and invest in the accounts of Federally insured banks, credit unions, and savings and loan associations; bonds, securities and other direct obligations of the United States, or any agency or instrumentality of the United States; United States government or Federal agency obligation repurchase agreements; bankers' acceptance of United States banks; commercial paper rated by two standard rating agencies within the two highest classifications, which mature not more than 270 days after the date of purchase; obligations of the State of Michigan or its political subdivisions which are rated investment grade; and mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan. Financial institutions eligible for deposit of public funds must maintain an office in Michigan. The Authority's deposits are in accordance with statutory authority.

Receivables and Payables between Funds

Activity between funds that are representative of lending / borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due to / from other funds" (i.e. the current portion of interfund loans) or "advances to / from other funds" (i.e. the non-current portion of interfund loans). All other outstanding balances between funds are reported as "due to / from other funds". Any residual balances outstanding between the governmental activities are reported in the government-wide financial statements as "internal balances".

Receivables

Accounts receivable in all funds report amounts that have arisen in the ordinary course of business and are stated net of allowances for uncollectible amounts.

Due from other governmental entities consist primarily of amounts due from the Michigan Department of Community Health and the State of Michigan.

Prepaid Items

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements.

Inventories

The Authority does not recognize as an asset inventories of supplies. The cost of these supplies is considered immaterial to the financial statements and the quantities are not prone to wide fluctuation from year to year. The costs of such supplies are expensed when purchased.

Capital Assets

Capital assets, which include property, plant and equipment, are reported in the governmental activities column in the government-wide financial statements. Capital assets are defined by the government as individual assets with an initial cost equal to or more than \$5,000 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated fixed assets are recorded at their estimated fair value at the date of donation.

The Authority does not have infrastructure type assets.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during construction of capital assets is not capitalized. No interest expense was incurred during the current year.

Capital assets utilized in the governmental funds are recorded as expenditures in the governmental fund financial statements. Depreciation expense is recorded in the government-wide financial statements and proprietary fund financial statements.

Capital assets of the Authority are depreciated using the straight line method over the following estimated useful lives:

Land	Not depreciated
Buildings and Improvements	27 Years
Equipment	5 – 10 Years
Furniture and Fixtures	15 Years
Computers	5 Years
Automobiles	4 Years

Deferred Revenue

Deferred revenues arise when resources are received by the Authority before it has a legal claim to them. In subsequent periods, when the revenue recognition criterion is met, or when the Authority has a legal claim to the resources, the liability for deferred revenue is removed from the fund financial statements and government-wide financial statements, and revenue is recognized.

Governmental Fund - Fund Balance Reserves and Designations

The governmental fund financial statements present fund balance reserves for those portions of fund balance (1) not available for appropriation for expenditure or (2) legally segregated for a specific future use. The reserves for related assets such as prepaid items are examples of the former. Reserves for Risk Management are examples of the latter.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.

Inpatient / Residential Cost Liability

The amount recorded for inpatient/residential liability is based on management's estimate. This estimate is based on 1) the number of clients at each facility, 2) the number of days each client is at each facility, and 3) the daily rate charged for each facility.

The Authority does not receive actual billings for these services until several months after the service date. Therefore, the liability is not liquidated within the normal 60 day period after year end. Also, the actual cost may vary from the estimated due to reimbursements from third party payors that are applied to the total cost before the billings are sent to the Authority.

NOTE 2 - STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

Budgetary Information

Annual budgets are adopted at the function level and on a basis consistent with accounting principles generally accepted in the United States of America for all governmental funds. All annual appropriations lapse at fiscal year end. The Authority does not maintain a formalized encumbrance accounting system. The budgeted revenues and expenditures, as presented in this report, include any authorized amendments to the original budget as adopted.

Excess Of Expenditures Over Appropriations

P.A. 621 of 1978, Section 18(1), as amended, provides that a local unit shall not incur expenditures in excess of the amount appropriated.

During the year ended September 30, 2004, the Authority incurred expenditures in excess of the amounts appropriated as shown on pages 21 - 23 of this report.

NOTE 3 - DETAIL NOTES

Cash and Cash Equivalents

At year end, the carrying amount of deposits for the Authority was \$3,053,895, and the bank balance was \$3,480,612. Of the bank balance, \$100,000 was covered by federal depository insurance and the remaining, was uninsured and uncollateralized. The Authority also maintains \$1,025 of petty cash at various locations.

The Authority believes that due to the dollar amounts of cash deposits and the limits of FDIC insurance, it is impractical to insure all bank deposits. As a result, the Authority evaluates each financial institution with which it deposits government funds and accesses the level of risk of each institution. Only those institutions with an acceptable estimated risk level are used as depositories.

Due from Other Governmental Units

Due from other governmental units as of September 30, consists of the following:

	2004	2003
State of Michigan – Medicaid	\$163,362	\$141,244
Various Federal Grants	154,597	79,954
Washtenaw CMH	837,999	222,172
Michigan Department of Community Health – 1998 / 1999 Audit Appeal	64,780	
Other Governmental Units	71,148	41,304
Totals	\$1,291,886	\$484,674

Changes in Fixed Assets

A summary of changes in the general fixed assets account group is as follows:

Assets	Beginning Balance	Additions	Deletions	Ending Balance
Land	\$115,000			\$115,000
Buildings and				\$113,000
Improvements	1,017,151	\$22,247	ļ	1 020 200
Equipment	121,819	Ψ22,2+1		1,039,398
Furniture and	121,019			121,819
Fixtures	48,910			49.010
Computers	180,813	76,746		48,910
Automobiles	164,277	15,887		257,559 180,164
				100,104
Sub-totals	1,647,970	114,880		1.762.050
Accumulated	-,017,570	114,000		1,762,850
Depreciation	505,171	120,214		625.295
Totals	\$1,142,799	\$(5,334)	\$-	625,385 \$1,137,465

Depreciation expense was charged to the Health & Welfare - Mental Health Program.

Due To Other Governmental Units

Due to other governmental units as of September 30, consist of the following:

	2004	2003
DCH – Cost Settlement	\$122,892	\$745,719
DCH – Transfer of Internal Service Fund	57,773	
Washtenaw CMH – Transfer of Internal Service Fund	106,339	
Washtenaw CMH – Medicaid Cost	100,339	-
Settlement	224,261	133,801
Michigan Employment Security		- ,
Commission	163,240	134,314
Other Governmental Units	4,470	20,199
Totals	\$678,975	\$1,034,033

Accrued Wages And Other Payroll Liabilities

This liability represents amounts paid to employees during October that was earned during September. Also included are employer payroll taxes.

Long-Term Debt - Compensated Absences

Authority policy allows full time employees to accumulate vacation days at various rates, depending on the employee's length of service with the Authority. Amounts accumulated up to a maximum of 20 days are to be paid to the employee and recognized as an expense either when paid time off is used or upon termination of employment. As of September 30, 2004 and 2003, this liability was \$160,112 and \$169,414, respectively.

Long-Term Debt

The Authority entered into an installment contract for the purchase of a vehicle during the 2003 fiscal year. Payments are due monthly in the amount of \$558.73, including interest at the rate of 0% per annum. As of September 30, 2004, the balance of this installment contract is \$18,997.

The Authority entered into an installment contract for the purchase of a vehicle during the 2004 fiscal year. Payments are due monthly in the amount of \$400.67, including interest at the rate of 9.5% per annum. As of September 30, 2004, the balance of this installment contract is \$13,570.

The annual installments to pay principal and interest on obligations outstanding at September 30, 2004 are as follows, including total interest payments of \$2,857:

Year Ended September 30,	Amount
2005	Amount
2006	\$11,513
2007	11,513
2008	10,395
2009	2,003
2009	

Below are the changes in the general long-term debt during the September 30, 2004 fiscal year:

Liability	Balance October 1, 2003	Additions	Reductions	Balance September 30, 2004
Compensated				2004
Absences	\$169,414	\$-	\$9,302	£1.60 110
Vehicle Installment			\$9,302	\$160,112
Contracts	25,702	15,887	9,022	22.567
Totals	\$195,116	\$15,887	\$18,324	32,567 \$192,679

Compliance Audits

All governmental grants are subject to a transactional and compliance audit by the grantors or their representatives. Therefore, an indeterminable contingency exists for expenditures that may be disallowed by the granting agencies.

Fund Equity Reserves

A portion of the fund balance at September 30 has been reserved equal to the amount of prepaid expenses, since prepaid expenses do not constitute "available spendable resources."

A portion of the fund balance at September 30 has been reserved equal to the excess of revenues over expenses for the Children's Pooled Funding Initiative.

A portion of the fund balance at September 30 has been reserved equal to the amount that must be used for risk management.

Michigan Department of Community Health - Compliance Audit / Prior Period Adjustment

The Authority was subjected to a MDCH contract compliance audit for the year beginning October 1, 1998 and ending September 30, 1999. On October 10, 2001, the MDCH finalized this compliance audit by requesting an \$85,489 payback from the Authority. The majority of this liability relates to the Authority expensing fixed assets purchased during the year in question instead of depreciating them. On December 29, 2004, the Circuit Court for the County of Livingston ruled against the MDCH, reducing the original liability of \$85,489 down to \$20,709. This liability was liquidated during the 2004 year, resulting in a prior period adjustment of \$4,309. The additional \$16,400 was recognized as a liability in a previous fiscal year.

Operating Leases

Livingston County Community Mental Health Authority has entered into various operating leases for the use of real and personal property. The following is a schedule of future minimum rental payments required under the operating leases that have initial or remaining non-cancelable lease terms as of September 30, 2004:

YEAR ENDING SEPTEMBER 30,	AMOUNT
2005	\$200,540
2006	202,285
2007	203,799
2008	200,186
2009	201,468
2010-2014	1,016,888
2015-2019	1,025,060
2020-2024	1,019,250
2025-2029	194,750

Retirement System

The Authority is in an agent multiple-employer defined benefit pension plan with the Municipal Employees' Retirement System (MERS), administered by the State of Michigan. The system provides for the following provisions: normal retirement, deferred retirement, service retirement allowance, disability retirement allowance, non-duty death allowance, duty death allowance, and post-retirement adjustments to plan members and their beneficiaries.

MERS was organized pursuant to Section 12a of Act #156, Public Acts of 1851 (MSA 5.333(a); MCLA 46.12(a)), as amended, State of Michigan. MERS is regulated under Act No. 427 of the Public Acts of 1984, sections of which have been approved by the State Pension Commission. MERS issues a publicly available financial report that includes financial statements and required supplementary information for the system. That report may be obtained by writing to the MERS at 447 North Canal Street, Lansing, Michigan 48917-9755.

During the fiscal year ended September 30, 2004, the Authority's contributions totaling \$457,122 were made in accordance with contribution requirement determined by the MERS. The Authority was considered a new member in the system for the 1998 fiscal year. For fiscal years ending prior to September 30, 1998, the Authority's employees participated in the MERS through the County of Livingston's plan.

As of December 31, 2003, the net assets available for benefits at actuarial value were \$6,335,494. The total actuarial accrued liability at this date was \$7,504,178, leaving an unfunded actuarial accrued liability of \$1,168,684.

Money Purchase Pension Plan - Effective January 1, 1999, the Authority voted to join an optional retirement plan instead of the Social Security system. All employees of the Authority are eligible to participate in this Plan.

Nationwide Life Insurance Company is the firm used to invest plan funds. All employees contribute a mandatory 6.2% of their wages to this plan. Employer contributions are 5.69% of compensation. Under this plan, employees are immediately 100% vested in their account.

Risk Management

The Authority participated in the public entity risk pool – Michigan Municipal Risk Management Authority (MMRMA) for general liability, property and crime.

MMRMA, a separate legal entity, is a self-insured association organized under the laws of the State of Michigan to provide self-insurance protection against loss and risk management services to various Michigan governmental entities.

As a member of this pool, the Authority is responsible for paying all losses, including damages, loss adjustment expenses and defense costs, for each occurrence that falls within the member's self-insured retention. If a covered loss exceeds MMRMA's limits, all further payments for such loss are the sole obligation of the Authority. If for any reason, the MMRMA's resources available to pay losses are depleted, the payment of all unpaid losses of the Authority is the sole obligation of the Authority. Settled claims have not exceeded the amount of coverage in any of the past three years. There was no reduction in insurance coverage during the September 30, 2004 year.

The Authority's coverage limit is \$15,000,000 for liability and between \$10,000 to \$200,000,000 for property and crime. The contribution made by the Authority to the MMRMA was \$40,066 for the 2004 fiscal year.

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	REQUIRED SUPPLEMENTAL INFORMATION
	TO QUITE BUTTENTAL INFORMATION

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Livingston County Community Mental Health Authority Statement of Revenues, Expenditures and Changes In Fund Balance - Budget and Actual General Fund For the year ended September 30, 2004

Variance Between	Actual and Final Budget	0	(\$297,816) (22,944) (320,760)	15,736	(2)	34,432 (21,868) (27,870) (15,306)	2,092	(1,208) (1,208)	(319,448)
	Actual		\$3,837,822 115,211 3,953,033	687,833	600,468	10,277,099 163,362 371,013 10,811,474	53,665 1,626 55,291	316 46,719 47,035	16,155,134
Budgeted Amounts	Final		\$4,135,638 138,155 4,273,793	672,097	600,470	10,242,667 185230 398,883 10,826,780	51,573 1,626 53,199	316 47,927 48,243	16,474,582
Budgete	Original		\$4,250,638 114,036 4,364,674	783,004	600,470	10,264,500 185230 337,509 10,787,239	71,819		16,607,206
		Revenues	State Grants MDCH - General fund contract Other state grants Total state grants	Federal grants	County appropriations	Charges for services Medicaid - Washtenaw CMH Medicaid - other Other charges for services Total charges for services	Interest and rents Interest Rents Total interest and rents	Other revenue Contributions Miscellaneous revenues Total other revenue	Total revenues

Livingston County Community Mental Health Authority Statement of Revenues, Expenditures and Changes In Fund Balance - Budget and Actual General Fund For the year ended September 30, 2004

	Budgete	Budgeted Amounts		Variance Between
	Original	Final	Actual	Final Budget
Health & Welfare - Mental Health Personnel costs Operating expenditures Capital outlay	\$7,218,415 9,144,111	\$7,218,415 9,142,907 114,880	\$6,997,521 8,706,293 114,880	\$220,894 436,614
Total expenditures	16,362,526	16,476,202	15,818,694	657,508
Revenues over (under) expenditures	244,680	(1,620)	336,440	338,060
Other financing sources (uses) Operating transfers in Operating transfers out Operating transfers out - other governmental units Loan proceeds Debt payments	157,131 (244,680)	157,131 (244,680)	123,869 (244,680) (164,112) 15,887 (9,510)	(33,262) - (164,112) 15,887 (9,510)
Total other financing sources (uses)	(87,549)	(87,549)	(278,546)	(190.997)
Excess of revenues and other sources over expenditures and other uses	157,131	(89,169)	57,894	147,063
Fund balance, October 1	2,109,520	2,109,520	2,109,520	
Prior period adjustment			(4,309)	(4,309)
Fund balance, September 30	\$2,266,651	\$2,020,351	\$2,163,105	\$142,754

Livingston County Community Mental Health Authority Statement of Revenues, Expenditures and Changes In Fund Balance - Budget and Actual Children's Pooled Funding Initiative For the year ended September 30, 2004

Variance Between	Actual and Final Budget		. .	923	76		17,798 (22,787)	(4.989)	(4,913)	33.262	33,262	28.349	ı	\$28,349
	Actual		\$158,000 158,000	8.276	166,276		131,828 159,505	291,333	(125,057)	244,680	120,811	(4,246)	556,122	\$551,876
Budgeted Amounts	Final		\$158,000	8,200	166,200		149,626 136,718	286,344	(120,144)	244,680 (157,131)	87,549	(32,595)	556,122	\$523,527
Budgete	Original		\$158,000 158,000	8,200	166,200		149,626	286,344	(120,144)	244,680	87,549	(32,595)	556,122	\$523,527
		Revenues	Charges for services Local revenue Total charges for services	Interest and rents Interest	Total revenues	Expenditures	Health & Welfare - Mental Health Personnel costs Operating expenditures Capital outlay	Total expenditures	Revenues over (under) expenditures	Other financing sources (uses) Operating transfers in Operating transfers out	Total other financing sources (uses)	Excess of revenues and other sources over expenditures and other uses	Fund balance, October 1	Fund balance, September 30

See Accompanying Notes To Financial Statements

OTHER SUPPLEMENTARY INFORMATION
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OTHER SUPPLEMENTARY INFORMATION
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Livingston County Community Mental Health Authority Supporting Schedule of Personnel Costs For the year ended September 30, 2004 and 2003

Governmental Fund Types

	General	ral Fund		
Personnel costs	2004	2003		
Salaries and wages Fringe benefits	\$5,193,735 1,803,786	\$5,407,933 1,831,176		
Total personnel costs	\$6,997,521	\$7,239,109		

Livingston County Community Mental Health Authority Supporting Schedule of Operating Expenditures For the year ended September 30, 2004 and 2003

Governmental Fund Types

	General	Fund
	2004	2003
Operating Expenditures		
Professional and contracted services	\$3,042,015	\$2,937,627
Client medical / dental	25,957	30,995
Client supplies	71,636	77,062
Communications	128,682	132,517
Conferences	149,423	56,972
Insurance	67,599	225,517
Lease expense and utilities	654,953	650,568
Local funds contribution	251,232	251,232
Medication	59,864	31,762
Membership dues	10,701	10,469
Operating supplies and other	137,635	161,420
Repairs and maintenance	137,175	159,931
Residential services	3,743,444	3,651,783
Transportation	53,387	51,879
Travel	172,590	211,610
Total operating expenditures	\$8,706,293	\$8,641,344



REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL REPORTING BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Board of Directors Livingston County Community Mental Health Authority Howell, Michigan

We have audited the basic financial statements of the Livingston County Community Mental Health Authority as of and for the year ended September 30, 2004, and have issued our report thereon dated November 30, 2004. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States.

Compliance

As part of obtaining reasonable assurance about whether Livingston County Community Mental Health Authority's basic financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered Livingston County Community Mental Health Authority's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the basic financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses.

A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the basic financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses. However, we noted other matters involving the internal control over financial reporting that we have reported to management of Livingston County Community Mental Health Authority, in a separate letter dated November 30, 2004.

This report is intended for the information of the audit committee, management, Board of Directors, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Roslund, Prestage & Company, P.C.

Certified Public Accountants

November 30, 2004



REPORT ON COMPLIANCE WITH REQUIREMENTS APPLICABLE TO EACH MAJOR PROGRAM AND INTERNAL CONTROL OVER COMPLIANCE IN ACCORDANCE WITH OMB CIRCULAR A-133

Board of Directors Livingston County Community Mental Health Authority Howell, Michigan

Compliance

We have audited the compliance of the Livingston County Community Mental Health Authority with the types of compliance requirements described in the *U.S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement*, that are applicable to its major federal programs for the year ended September 30, 2004. The Authority's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to its major federal programs is the responsibility of the Authority's management. Our responsibility is to express an opinion on the Authority's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Authority's compliance with those requirements and performing such other procedures, as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on the Authority's compliance with those requirements.

In our opinion, the Authority complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended September 30, 2004.

Internal Control Over Compliance

The management of the Authority is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered the Authority's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133.

Our consideration of the internal control over compliance would not necessarily disclose all matters in the internal control that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that noncompliance with applicable requirements of laws, regulations, contracts and grants that would be material in relation to a major federal program being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over compliance and its operation that we consider to be material weaknesses.

This report is intended solely for the information and use of the audit committee, management, Board of Directors, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Rosland, Prestage & Company, P.C.

Certified Public Accountants

November 30, 2004

Livingston County Community Mental Health Authority Schedule Of Expenditures Of Federal Awards For The Year Ended September 30, 2004

Federal Grantor / Pass-Through Grantor / Program Title	CFDA	Grant / Project Number	Approved Grant Award Amount	Current Year Receipts	Current Year Expenditures	Accrued (Deferred) Revenue At 9/30/2004	GPFS Federal Revenue Recognized	GPFS
Department of Health and Human Services Passed Through The State Of Michigan- Family Independence Agency Promoting Safe and Stable Families	93.556	SFSC 02-47001	•	\$14,238	\$15,736	\$1,498	\$15,736	
Passed Through The State Of Michigan - Family Independence Agency Temporary Assistance For Needy Families	93.558	CHPR 01-47001-4	\$55,412	\$45,264	\$53,372	\$8,108	\$53,372	
Passed Through The Michigan Department of Community Health Child Care and Development Block Grant	93.575	20041474	85,070	57,856	84,682	26,826	84,682	
Passed Through The Michigan Department of Community Health Block Grants for Community Mental Health Services	93.958	04 B1 MI CMHS 03-B1 MI CMHS-02	154,824	30,073	105,865	75,792	105,865	
Passed Through The Michigan Department of Community Health Medical Assistance Program	93.778	ı	•	89,494	304,217	17,226	304,217	
Total Department of Health and Human Services				421,970	564,727	142,757	564,727	
Department of Labor Passed Through the County of Livingston Employment Service	17.207	SC-03-09-ES	131,321	111,266	123,106	11,840	123,106	
TOTALS				\$533,236	\$687,833	\$154,597	\$687,833	v

See Accompanying Notes To Financial Statements

Livingston County Community Mental Health Authority Schedule Of Findings And Questioned Costs Year Ended September 30, 2004

A. SUMMARY OF AUDIT RESULTS

The auditor's report expresses an unqualified opinion on the basic financial statements of the Livingston County Community Mental Health Authority.

There were no reportable conditions disclosed as a result of the audit of the basic financial statements.

No instances of noncompliance material to the basic financial statements of the Livingston County Community Mental Health Authority were disclosed during the audit.

There were no reportable conditions disclosed during the audit of the major federal award programs.

The auditor's report on compliance for the major federal award programs for the Livingston County Community Mental Health Authority expresses an unqualified opinion.

Audit findings relative to the major federal award programs for the Livingston County Community Mental Health Authority are reported in Part C of this report.

The programs tested as major programs are the following:

• Block Grants for Community Mental Health Services – CFDA # 93.958

The threshold for distinguishing Types A and B programs was \$300,000.

The Authority was determined to be a low-risk auditee.

B. FINDINGS - FINANCIAL STATEMENTS AUDIT

None.

C. FINDINGS AND QUESTIONED COST - MAJOR FEDERAL AWARD PROGRAMS AUDIT.

None.



MANAGEMENT LETTER

Board of Directors Livingston County Community Mental Health Authority Howell, Michigan

In planning and performing our audit of the financial statements for Livingston County Community Mental Health Authority for the fiscal year ended September 30, 2004, we considered the internal control structure to determine our auditing procedures for the purpose of expressing an opinion on the financial statements and not to provide assurance on the internal control structure.

However, during our audit we became aware of matters that are opportunities for strengthening internal controls and operating efficiency. The memorandum that accompanies this letter summarizes our comments and suggestions regarding those matters.

This letter does not affect our audit report dated November 30, 2004, on the financial statements of Livingston County Community Mental Health Authority.

We will review the status of these comments during our next audit engagement. We have discussed these comments and suggestions with management, and will be pleased to discuss them in further detail, perform any additional study of these matters, or to assist you in implementing the recommendations.

Sincerely,

Roslund, Prestage & Company, P.C.

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Certified Public Accountants

November 30, 2004

Livingston County Community Mental Health Authority Page Two

Perform a Fraud Risk Assessment

In light of the wave of notorious frauds involving large companies in the last few years, such as Enron, WorldCom, and HealthSouth, there may be a misperception that fraud affects only large companies. However, fraud occurs in companies of all sizes, and almost any employee may be capable of perpetrating a fraudulent act given the right set of circumstances. In fact, fraud may be a more significant problem for small companies. In the 2002 survey of its members conducted by the Association of Certified Fraud Examiners (ACFE), the median loss per fraud occurrence reported from businesses with 100 or fewer employees was \$127,500, a proportionately larger loss than the \$97,000 median loss in companies with 10,000 or more employees.

Whereas the highly publicized frauds at large public companies like Enron, WorldCom, and HealthSouth involved fraudulent financial reporting, for small companies one of the primary fraud risks is the ever-present risk of misappropriation of assets (theft), particularly fraudulent cash disbursements. The opportunity to commit and conceal fraud exists where there are assets susceptible to misappropriation and there are inadequate controls to prevent or detect the fraud. To address this risk, we recommend that the Authority perform a risk assessment to identify, analyze, and manage the risk of asset misappropriation. Risk assessment, including fraud risk assessment, is one element of internal control. Thus, ideally, the Authority's internal control should include performance of this assessment, even though our annual financial statement audits include consideration of fraud.

This assessment can be informal and performed by a management-level individual. Ordinarily, the management-level individual would conduct interviews or lead group discussions with personnel who have extensive knowledge of the Authority, its environment, and its processes. The fraud risk assessment process should consider the Authority's vulnerability to misappropriation of assets. When conducting the self-assessment, questions such as the following can be considered:

- Which individuals in the Authority have the opportunity to misappropriate assets? These are individuals who have access to assets susceptible to theft and to records that can be falsified or manipulated to conceal the theft.
- Are there any known pressures that would motivate individuals with the opportunity to
 misappropriate assets? Pressures may relate to financial stress or dissatisfaction. In
 assessing whether these pressures may exist, the assessor should consider whether there is
 any information that indicates potential financial stress or dissatisfaction of individuals with
 access to assets susceptible to misappropriation.

Livingston County Community Mental Health Authority Page Three

Perform a Fraud Risk Assessment (continued)

- What assets of the Authority are susceptible to misappropriation?
- Are there any known internal control weaknesses that would allow misappropriation of assets to occur and remain undetected?
- How could assets be stolen? Assets can be stolen in many ways besides merely removing them from the premises. For example, cash can be stolen by writing checks to fictitious individuals or vendors and cashing them for personal use. Inventory or other assets can be stolen through sales to fictitious customers.
- How could potential misappropriation of assets be concealed? Because many frauds create accounting anomalies, the perpetrator must hide the fraud by running it through as an adjustment to another account. Generally, fraud perpetrators may use accounts that are not closely monitored.
- What factors might indicate that the Authority has a culture or environment that would enable management or individuals to rationalize committing fraud?

Once areas vulnerable to fraud have been identified, a review of the Authority's systems, procedures, and existing controls relating to the identified areas should be conducted. The Authority should consider what additional controls need to be implemented to reduce the risk of fraud. There are two basic types of controls—those that are designed to address specific types of fraud, and those that are more general in nature. General controls that reduce an individual's ability to commit fraud without detection include the following:

- Requiring Periodic Job Rotation and Mandatory Vacations. When an employee stays in the same position for a long period and has few absences, an opportunity exists for that employee to design and commit fraud schemes. Requiring key individuals to rotate jobs periodically or to transfer to different job functions is one way to address this fraud risk. Requiring all individuals to take an annual vacation, during which time others perform their job functions, also makes it more difficult for an employee who is committing fraud to continue concealing the fraud scheme.
- Preparing and Reviewing Monthly Financial Statements in a Timely Fashion. As previously mentioned, many frauds create accounting anomalies. Thus, one way to detect fraud on a timely basis is to review monthly financial statements and investigate unusual variances. If possible, these statements should include budget, prior period, and year-to-date amounts to help identify variances. Performing the review and investigation on a timely basis helps minimize the extent of potential fraud.

Livingston County Community Mental Health Authority Page Four

Perform a Fraud Risk Assessment (continued)

Examples of controls to prevent or detect specific types of fraud include the following:

- <u>Independent Checks of Work Performed.</u> Independent checks test another employee's work, such as by having a second employee re-perform or test an employee's work.
- <u>Separation of Duties.</u> Separation of duties is one of the most effective controls to prevent or detect misappropriations of assets. When possible, incompatible duties should be performed by different employees. For example, the responsibility for authorizing transactions, recording transactions, and maintaining custody of assets should be assigned to different people in the Authority to the extent possible.

When assessing the Authority's internal control, the relationship between the nature and extent of fraud controls recommended and the cost of implementing those controls should be considered. For example, instead of trying to prevent fraud, the Authority may choose to use more detective controls to ensure that the fraud is identified and corrected in a timely fashion. Because detective controls are performed after the original transaction occurs, they may be easier to implement and more cost effective.

We would be pleased to provide more information about performing a risk assessment or assist management in performing one.

Review Payroll Records for Unusual Matters

Performing a careful review of the payroll register (that is, the schedule showing the calculation of gross pay, deductions, and net pay) and payroll check register can highlight several types of payroll fraud. We recommend that an appropriate person independent of the payroll department periodically make such a review, being alert for unusual matters that might suggest fraud, such as the following:

- Duplicate names or addresses.
- Names of former employees.
- Math errors (which may indicate diversion of payroll or payroll taxes).
- Unusual pay rates or numbers of hours worked.
- Factors that may indicate ghost employees.